

11 March 1977

STATINTL

NOTE FOR: [REDACTED]

SUBJECT : Notebooks for DDA Management Conference

Bill:

The following items should be included in the notebooks you are putting together for the DDA Management Conference:

1. Agenda for DDA Management Conference ✓ Copy attached
2. SEMP Pamphlet ✓ Copy attached
3. DDA Division Chiefs' Conference Report ✓ Copy attached

Copies of this have been distributed to all the OD's by the Division Chiefs Conference Steering Group. Copies also have been given to [REDACTED]

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The OD's are to return their copies to you by 16 March so they can be inserted in the notebooks.

4. DDA Division Chiefs' Conference Recommendations for Agenda Items for DDA Management Conference ✓ Copy attached
5. DDA memo, dated 7 March 1977, Subject: DDA Division Chiefs' Conference ✓ Copy attached

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6. [REDACTED] Harry Fitzwater, [REDACTED] will be sending you material by Tuesday, 15 March. I have asked them to give you 18 copies of everything.

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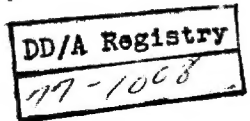
Attachments

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**Next 2 Page(s) In Document Exempt**

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DDA Management Conference Agenda Items

What can be done to obtain faster response to position classification requirements? As of this date, none of the comprehensive position surveys of the Office of Logistics' components, begun in February 1975, has been completed. Consequently, managers cannot be sure of projected headroom for assignments and promotions, and persons in surveyed positions are unsettled by fears of possible downgrading of positions. The causes for the long leadtime for surveys have been numerous but seem to stem largely from Position Management and Compensation Division (PMCD), OP, being diverted to more urgent requirements.

Should the various DDA offices be granted additional Development Complement or staff positions for manpower losses when high potential personnel are diverted in increasing numbers to junior MG career positions?

EYES ONLY

DD/A Registry  
77-0969

ODP 303-77

18 FEB 1977

MEMORANDUM FOR: Executive Officer, DDA

FROM: [REDACTED]  
Chief, Management Staff, ODP

SUBJECT: DDA Management Conference

STATINTL

ODP suggests the following topics as agenda items  
for the DDA Office Heads Conference to be held [REDACTED]  
[REDACTED] 18-20 March 1977.

- ° Minority Hiring Policies. The attachment discusses minority hiring policies and raises some questions. Answers to the questions could be developed during the conference.
- ° The Director of Data Processing presented an Overview of ADP Within the Agency to the EAG. This overview could be presented to the conference attendees by D/ODP.
- ° Zero Base Budgeting. If the concepts of ZBB as they will apply within the Agency are sufficiently developed, then a presentation on ZBB is recommended.
- ° DDA Planning Team Conferences. Have they met their objectives? What has been accomplished? What is expected to be accomplished during the next year? Are they worth the manpower investment?

STATINTL

Attachment

Distribution:

Orig & 1 - Addressee  
1 - C/MS/ODP  
1 - D/ODP  
1 - ODP Registry  
2 - O/D/ODP

EYES ONLY

EYES ONLY

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DD/A Registry

77-0969

ODP 303-77

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EYES ONLY

ODP 202-77  
8 FEB 1977

MEMORANDUM FOR: Director of Personnel  
FROM : Clifford M. May, Jr.  
Director of Data Processing  
SUBJECT : Minority Hiring Policies


1. From recent minority applicant files forwarded to us by Mr. Jones we have identified several individuals who are well qualified and attractive candidates for our applications and systems programming groups. At the present time we do not have any staff vacancies in these groups. Furthermore, it is our practice to look to our co-op program as the main source of junior level personnel for EOD. We feel that these people have had the opportunity to clearly demonstrate their talent during their co-op years and there is a minimum risk in bringing them on-board as full-time staff employees. Also, we feel we have some obligation to offer them a job when they graduate from school if their performance with us has been satisfactory. We presently have a number of such well qualified individuals waiting for staff openings to occur so they can be brought on board. These individuals represent a considerable investment in time, training and money on the part of ODP.

2. It is my understanding from conversations with the DDA and ABDA that DDA offices will not be penalized for going overstrength to hire exceptionally well-qualified minority applicants so long as there is a reasonable expectation that a position will become available for that person during the following fiscal year. As indicated in paragraph 1 above, we have identified several well qualified minority applicants and we would like to hire them under this policy. Such an action would help us in meeting our backlog of work and, perhaps, reduce our dependence on contractor personnel. However, if in doing so we foreclose the opportunity to bring junior level people into the staff from the co-op program, I believe this will destroy the usefulness of the co-op program. I have instructed

my staff to seek minority candidates for entry into our co-op program but the results of this effort will not be felt in our permanent staff for several years. In addition, I am wondering whether personnel hired under this "authorized overstrength policy" can be carried on a separate set of books so as not to adversely affect the ODP average grade and promotional headroom. Because, if application of this policy would result in well-deserving ODP people not being promoted because of a lack of headroom I do not feel it is in the best interests of the NS Career Service.

3. In view of the questions raised above, it would be helpful if you could clarify the manner in which this program will be administered particularly as it affects average grade, headroom and the entry of junior-level people.

STATINTL

  
Clifford W. May, Jr.

cc: DDA/EEO Officer

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ODP Admin/kgc:(4 Feb 77)

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DDA CONFERENCE - 1977

18 March

1530	Depart Headquarters	
STATINTL 1600	[REDACTED]	
STATINTL 1700-1800	Social Hour - [REDACTED]	
STATINTL 1800	Dinner [REDACTED]	
2000-2030	Conference Introduction	Mr. Blake STATINTL
2030-2100	Terrorism	[REDACTED]

19 March

0700-0830	Breakfast		STATINTL
0830-0915	Positive Indicators	[REDACTED]	
0915-1015	Presentational Means	Mr. Fitzwater	
1015-1030	Break		STATINTL
1030-1200	Division Chiefs Conference Matters	[REDACTED]	
1200-1330	Lunch		STATINTL
1330-1630	Personnel Matters (Briefing and Discussion)	Mr. Malanick & [REDACTED]	
	a. EEO Statistics/Minority Hiring		
	b. DDA Personnel Panel (Value and Future)		
	c. Senior Rotation Program		
	d. Administrative Trainee Program		
	e. SEM P		
1630-1800	Free Time		
STATINTL 1800-1930	Dinner - [REDACTED]		
1930-2100	IC Staff		



20 March

0700-0900 Breakfast

0900-1000 Shotgun Topics

- a. State of Directorate Address
- b. EXCHANGE (Evaluation After 1 Year)
- c. Managed Surplus
- d. ~~SEMP / R. P. H. H.~~
- e. DDA Planning Team Conferences  
(Accomplishments, Value)

1000-1100 State of the Office


Office Directors  
(5-10 Min. Each)

1100-1130

1130-1200 Wrap Up

1200-1330 Lunch

STATINTL 1330

Depart 

STATINTL 1430



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22 February 1977


Bob:

Re the Conference--

I have listed below a few topics which come to our attention from time to time. These have been discussed at the earlier conferences, so inclusion this year would only be a status report or update. There have been developments but nothing startling. It would depend on Jack's objectives for the conference- STATINTL

STATINTL

Housing overseas - still our biggest problem, we have some new ideas for EUR Division,



Terrorism - We should have the new manual in the print shop by the time of the conference - there has been some progress but it has been slow and methodical.

*Brund*

22 FEB 1977

MEMORANDUM FOR: Executive Officer/DDA

STATINTL FROM : [REDACTED]  
Deputy Director of Security  
Policy and Management

SUBJECT : DDA Management Conference

REFERENCE : DDA Memorandum to Multiple Addressees  
dated 11 February 1977, same subject  
(DDA 77-0789)

In accordance with reference request the Office of Security submits the following topics which we would like to have considered as agenda items during the 18-20 March 1977 DDA Management Conference:

a. Letter of Instruction

This management tool has been met with mixed emotions in the Directorate and it might be worthy of further discussion as to its worth and practicality. *copy*

b. Positive Indicators

Is the Directorate any nearer to its goal in selecting positive indicators for each office? If so, can we share experiences so we can come up with a formula that may be applied? How does the DDA intend to apply the positive indicators that have already been identified? *12*

c. Category Ratings

We suggest that there be an evaluation of the category rating system and that the attendees at the Management Conference specifically consider the ambiguities of Category III.

OS 7 0662-A

d. DDA Planning Team

We would appreciate a briefing on the results to date achieved by the DDA Planning Team as well as a preview of how this mechanism will be used in the future. STATINTL



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DD/A Registry

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77-0988

OTR 77-7136  
22 February 1977

MEMORANDUM FOR: Executive Officer, DDA

FROM : Harry E. Fitzwater  
Director of Training

SUBJECT : Agenda for Forthcoming DDA Conference

REFERENCE : Memorandum from DDA to DDA Office Directors,  
Same Subject, dated 11 February 1977

The Office of Training would like to see the following two items placed on subject agenda:

- a. DDA Topics for Treatment by the Center for the Study of Intelligence.

The Center has engaged in seminars and study projects focused mainly on two of the four Directorates. Very little of its work has been directly responsive to specific DDA problems and issues. A discussion of possible DDA subjects for the Center would probably result in several worthwhile projects coming to light.

- b. Implementation of the SEMP Program.

The DTR would like to discuss the implementation of the SEMP Program. In view of the number and variety of requests which are coming in for training under the Program and the accompanying costs, he would like the DDA to make a policy statement on the Program in terms of its economic impact on the Directorates.

25X1A

  
Harry E. Fitzwater

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**CONFIDENTIAL**

CL BY 308235

DDA 77-1020

23 February 1977

STATINTL

MEMORANDUM FOR: [REDACTED]

CMO/DDA

STATINTL

FROM

:

[REDACTED]  
Executive Officer, DDA

SUBJECT

:

Topic for Discussion at DDA Management  
Conference

Coverage of EEO statistics, recruitment and hiring, with a look at women, will be discussed at the Conference. I thought it might be helpful to you to include a topic proposed by ODP on minority hiring policies (excerpted below), including a paper which Danny May sent to the Director of Personnel on 8 February 1977.

"Minority Hiring Policies. The attachment discusses minority hiring policies and raises some questions. Answers to the questions could be developed during the conference."

STATINTL

Attachment

STATINTL

EO/DDA/ [REDACTED] 1m (23 Feb 77)

Distribution:

Orig - Addressee w/att

① - DDA Subject w/att

1 - DDA Chrono

1 - RFZ Chrono

001 001 577  
8 FEB 1977

MEMORANDUM FOR: Director of Personnel  
FROM: Clifford W. May, Jr.  
Director of Data Processing  
SUBJECT: Minority Hiring Policies

1. From recent minority applicant files forwarded to us by Mr. Jones we have identified several individuals who are well qualified and attractive candidates for our applications and systems programming groups. At the present time we do not have any staff vacancies in these groups. Furthermore, it is our practice to look to our co-op program as the main source of junior level personnel for EOD. We feel that these people have had the opportunity to clearly demonstrate their talent during their co-op years and there is a minimum risk in bringing them on-board as full-time staff employees. Also, we feel we have some obligation to offer them a job when they graduate from school if their performance with us has been satisfactory. We presently have a number of such well qualified individuals waiting for staff openings to occur so they can be brought on board. These individuals represent a considerable investment in time, training and money on the part of ODP.

2. It is my understanding from conversations with the SDA and ASDA that SDA officers will not be penalized for going overstrength to hire exceptionally well-qualified minority applicants so long as there is a reasonable expectation that a position will become available for that person during the following fiscal year. As indicated in paragraph 1 above, we have identified several well qualified minority applicants and we would like to hire them under this policy. Such an action would help us in getting our backlog of work and, thereby, reduce our dependence on contractor personnel. However, if in going we do foreclose the opportunity to bring junior level people into the staff from the co-op program, I believe this will destroy the usefulness of the co-op program. I have instructed




BEST COPY  
*Available*

my staff to seek minority candidates for entry into our co-op program but the results of this effort will not be felt in our permanent staff for several years. In addition, I am wondering whether personnel hired under this "authorized overstrength policy" can be carried on a separate set of books so as not to adversely affect the ODP average grade and promotional headroom. Because, if application of this policy would result in well-deserving ODP people not being promoted because of a lack of headroom I do not feel it is in the best interests of the HZ Career Service.

3. In view of the questions raised above, it would be helpful if you could clarify the manner in which this program will be administered particularly as it affects average grade, headroom and the entry of junior-level people.

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Clifford W. May, Jr.

cc: DDA/LEO Officer

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ODP Admin/ kgc:(4 Feb 77)

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DDA 77-0964

SUGGESTED TOPICS FOR  
DDA OFFICE HEADS' CONFERENCE  
March 1977

- I. Consideration of how well recent rotational assignments within the DDA are working out. Worthwhile to the gaining component? Meaningful to the officer concerned? Any special planning for assignment, senior school, etc., for these individuals when their tour is up?
- II. Briefing on zero-base budgeting.
- III. Perceptions of Office Heads concerning the Minority Employment Coordinator Program within the DDA.

OK  
S.H. T. J. W. ?

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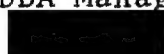
  
Executive Officer, DDA


DDA 77-1869

4 April 1977

Dr. Jack Pfeiffer  
DDA History Staff  
203 Key Building

STATINTL

Attached for retention  
is a photo of the attendees  
to the DDA Management Con-  
ference  18-20 May 1977. STATINTL

  
Attachment

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EO/DDA/ 1m (4 Apr 77)  
Distribution:

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① RS - DDA Subject  
1 RS - DDA Chrono  
1 RS - RFZ Chrono

Attachment: Photo

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[REDACTED]  
Executive Officer, DDA

DDA 77-1869

4 April 1977

STATINTL

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[REDACTED]  
Admin Officer  
[REDACTED]

Attached for retention  
is a photo of the attendees  
to the DDA Management Con-  
ference [REDACTED] 18-20 March  
1977. STATINTL

STATINTL

[REDACTED]  
Attachment

EO/DDA [REDACTED] 1m (4 Apr 1977) STATINTL  
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Attachment: Photo

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